Security Assistance Organizatio
Responsibilitie

Security Assistance Organization (SAO)

The overseas organization, staffed to insure effective in-country planning and management of U.S. security assistance programs

Overseas Security Assistance Organizations

JUSMAG.....Joint U.S. Military Advisory Group (Philippines, Thailand)

JUSMAG-K....Joint U.S. Military Affairs Group - Korea

KUSLO.....Kenya - U.S. Liaison Office

MAAG.....Military Assistance Advisory Group (Dom. Republic, Peru)

MAP.....Military Assistance Program (Jordan)

MDAO.....Mutual Defense Assistance Office (Japan)

MILGP..... ..Military Group (Argentina, Bolivia, Chile, Colombia, Ecuador, El Salvador, Guatemala, Honduras, Venezuela)

MLO.....Military Liaison Office (Belize, Brazil, Eastern

Overseas Security Assistance Organizations (cont'd)

ODC..... Office of Defense Cooperation (Belgium, Botswana, Czech Republic,Denmark, France, Germany, Greece, Hungary, Italy, Morocco, Netherlands, Niger, Norway, Paraguay, Poland, Portugal, Spain, Tunisia, Turkey, United Kingdom, Uruguay)

ODR.....Office of Defense Representation (Costa Rica)

ODRP.....Office of Defense Representative - Pakistan

OMC.....Office of Military Cooperation (Bahrain, Egypt, Oman)

OMC-K.....Office of Military Cooperation - Kuwait

SAO.....Security Assistance Office (Singapore)

USLO.....U.S. Liaison Office (Djibouti, Eritrea, Qatar,

Congressional Limitation on Armed Forces Staffing

Section 515, Foreign Assistance Act (FAA)

(c) (1) **The number of members of the Armed Forces assigned to a foreign country under this section may not exceed six unless specifically authorized by Congress.**

(c) (2)

The total number of members of the armed forces assigned under this section to a foreign country in a fiscal year may not exceed the number justified to the Congress for that country in the congressional presentation materials for

Chief Of Mission Authority

Section 515, para (e)

Members of the Armed Forces assigned to a foreign country under Section 515 of the FAA shall serve under the direction and supervision of the Chief of the United States Diplomatic Mission (COM) to that Country

Authorities and Responsibilities of United States Chief of Mission (COM)

President's Letter to Ambassadors

- **Exercise full responsibility for the direction, coordination, and supervision of all United States Government officers and employees…except for personnel under the command of the United States area military commander…**
- **It is imperative that you maintain close relations with concerned U.S. area military commanders…**
- **You should inform the Secretary of State when you believe that staffing of any agency is either inadequate or excessive to the performance of essential functions.**

National Security Decision Directive (NSDD-38)

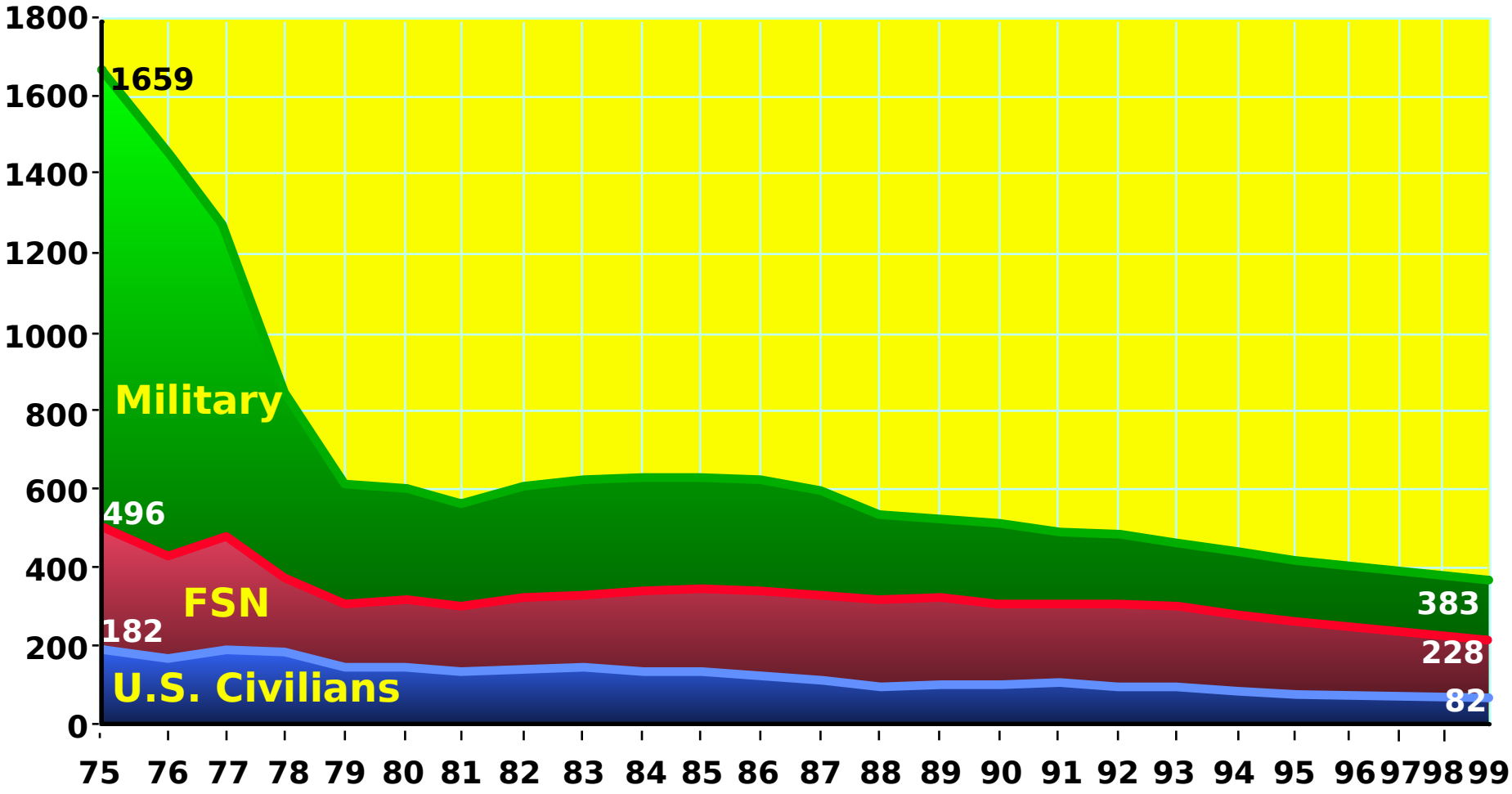
(Diplomatic Mission Staffing)

- **Agencies operating under the authority of COM will ensure that:**
  - **COM approval is sought for proposed changes:**
    - **IN SIZE**
    - **COMPOSITION**
    - **OR, MANDATE OF SUCH STAFF ELEMENTS**

SAO Manning Process
(DODD 2055.3)

- **Joint Manpower Program (JMP) should be continuously reviewed, but in no case less than annually.**
- **Requests for changes to SAO JMPs shall be submitted, with detailed justification and concurrence of the COM, by the SAO to the unified command.**
- **Unified Command forwards JMP to JCS with recommendation**
- **JCS forwards JMP to DSAA with recommendation.**
- **DSAA coordinates within DoD and with Department of State and forwards decision to JCS**
- **JCS advises MILDEPs**

Overseas Program Management (Manning)



Source: CPDs

SAO

Congressional Authorization for S.A. Management Responsibilities

- **SAO - OVER 6 MILITARY**
- **SAO - 6 OR FEWER MILITARY**
- **DAO - AUGMENTED**
- **DAO**
- **EMBASSY**

SAO - Over 6 Military

USEUCOM
Greece
Turkey

USPACOM
Korea
Thailand

USCENTCOM
Egypt
Jordan
Kuwait
Saudi Arabia

USSOUTHCOM
Colombia

SAO - Six or Fewer Military

USEUCOM

Belgium
Botswana
Czech Republic
Denmark
France
Germany
Italy
Morocco
Netherlands
Niger**
Norway
Poland
Portugal
Romania
Spain
Tunisia
United Kingdom

USSOUTHCOM

Argentina
Belize
Brazil
Costa Rica
Dominican Republic
Eastern Caribbean
(Barbados)
- Antigua & Barbuda
- Dominica
- Grenada
- St.Lucia
- St.Kitts & Nevis
- St.Vincent & the Grenadines
- Trinidad & Tobago

Guyana
Ecuador
Jamaica
Guatemala
El Salvador
Honduras
Peru
Bolivia
Chile
Haiti
Paraguay
Uruguay
Venezuela

USPACOM

Japan
Philippines
Singapore

USCENTCOM

Bahrain
Djibouti
Eritrea
Ethiopia
Kenya
Oman
Pakistan
Qatar
UAE

** = Civilian

DAO - Augmented

USEUCOM

Albania
Austria
Belarus**
Bosnia-H
Bulgaria
Chad**
Croatia
Estonia
Georgia**
Hungary
Israel**
Kazakstan**1
Kyrgyzstan**1
Latvia
Lebanon
Lithuania
Macedonia
Moldova**
Russia
Rwanda**
Senegal
Slovakia
Slovenia
South Africa
Turkmenistan**1
Ukraine
Uzbelistan**1

USPACOM

Australia
Bangladesh **
Cambodia**
India
Indonesia
Malaysia
Sri Lanka**

USSOUTHCOM

Panama

Non-Regional

Canada

USCENTCOM

** = Civilian
1 = Under CENTCOM for Budget

DAO - No Augmentation

USEUCOM
Algeria
Angola
Cameroon
Congo
Finland
Ivory Coast
Malawi
Mozambique
Sweden
Switzerland
Zimbabwe

USSOUTHCOM
Nicaragua
Suriname

USCENTCOM
Yemen

USPACOM
China
Fiji
New Zealand

Embassy - FSO Responsible

USEUCOM

Benin
Cape Verde
Central African Rep.
Dem. Rep. of the Congo
Gabon
Ghana**
Guinea
Guinea Bissau
Liberia
Lesotho
Mali
Malta
Namibia**
Sao Tome & Principe
Sierra Leone
Swaziland
Tanzania
Togo
Uganda
Zambia

USPACOM

Comoros
Madagascar
Mauritius
Mongolia**
Nepal**
Papua New Guinea
Seychelles
Tonga
Vanuatu

** Personnel Augmentation

Legislated SAO Functions

- Evaluate host country (HC) military capabilities
- Assist in requirements determination
- Program monitoring
- Training management
- Case management
- Promote RSI and IACP
- Administrative support
- Liaison functions
- End Use Monitoring of US Origin Defense Equipment
  - Advise on Disposal/Transfer

SAO Responsibilities

- **Liaison between U.S. & HC defense forces**
- **Administration of assigned/attached personnel**
- **Housekeeping/innkeeping**
- **Country team support**
- **Perform duties assigned by DoD, unified command or appropriate MILDEP**
- **Disaster relief**
- **Search and rescue**

SAO Evaluation of HC Military Capabilities

- **Provide information to assist U.S. decision makers in formulating U.S. national security strategy**
- **Recommend strategies and priorities to HC that support mutual foreign policy objectives**

SAO Requirements Determination

- **Assist HC in determining complete "total package approach" for systems**
- **Assist HC develop specific short- and long-term goals**
- **Provide U.S. defense contractors information**

SAO Program Monitoring

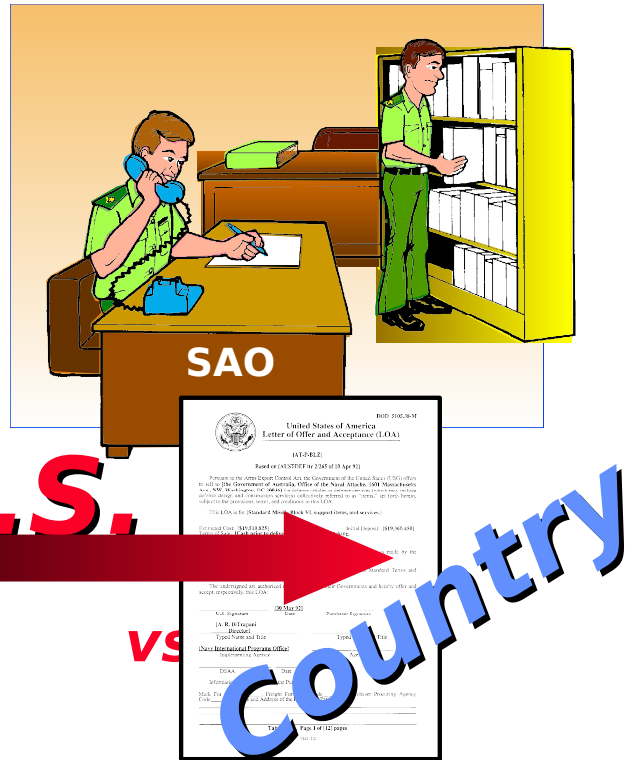
- **EUM of U.S. origin defense equipment**
- **Monitor HC integration of equipment, services, and training into cohesive defense capability**
- **Promote interoperability**
- **Support U.S. defense industry marketing efforts**

SAO Training Management

- Assist HC in identifying, planning, and programming U.S. training
- Submit HC two-year training plan
- Convey HC requirements to MILDEPs
- Provide HC with student prerequisites
- Conduct language testing
- Prepare Invitational Travel Orders (ITO)
- Monitor returning student utilization
- Monitor deployed training teams

FMS Case Management

- **Maintain records**
- **Monitor case progress**
- **MILDEP/country intermediary**
- **Participate in PMRs**
- **Explain reports, status, msgs, etc.**
- **Support U.S./HC TPA/ILS rqmts**
- **Be a country "advocate"**
- **Monitor FMS financial actions**
- ***"INVOLVED IN CASE MANAGEMENT CASE MANAGER"***



SAO RSI and IACP Responsibilities

- SAOs are in-country focal point
- Coordinate U.S. IACP activities
- Maintain liaison with HC armament director and USG agencies
- Exchange information
- Develop knowledge on HC acquisition process and defense industry
- Advise DoD on potential for cooperation
- Assist defense firms gain access to markets
- Acquisition/Cross Servicing

SAO Responsibilities for Leases

- **EUM of leased equipment**
- **Report noncompliance to COM, MILDEP and DSAA**

Legislative Restrictions on SAO Functions

- No operational advice or training
  - Performed by special teams
    - MTT, TAFT, ETSS, etc
- No sales promotion unless specifically instructed

Air Show & Trade Exhibitions Participation

- **No Participation unless:**
  - **USDP has approved direct DOD participation**
  - **Congress has been notified 45 days prior**
  - **Coordination has been made with MILDEP, Unified Command and DSCA**

DOD Dir.. 7230.8

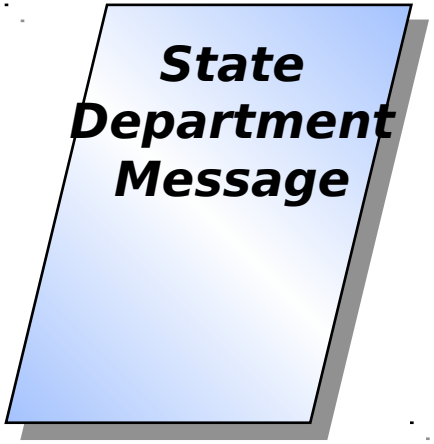
USDP/DSCA MSG 021651Z OCT 98

Prohibition on Sales Promotion SECTION 515 (f), FAA, 1961, AS AMENDED

"The President shall continue to instruct United States diplomatic and military personnel in United States missions abroad that they should not encourage, promote, or influence the purchase by any foreign country of United States-made military equipment, unless they are specifically instructed to do so by an appropriate official of the executive branch"

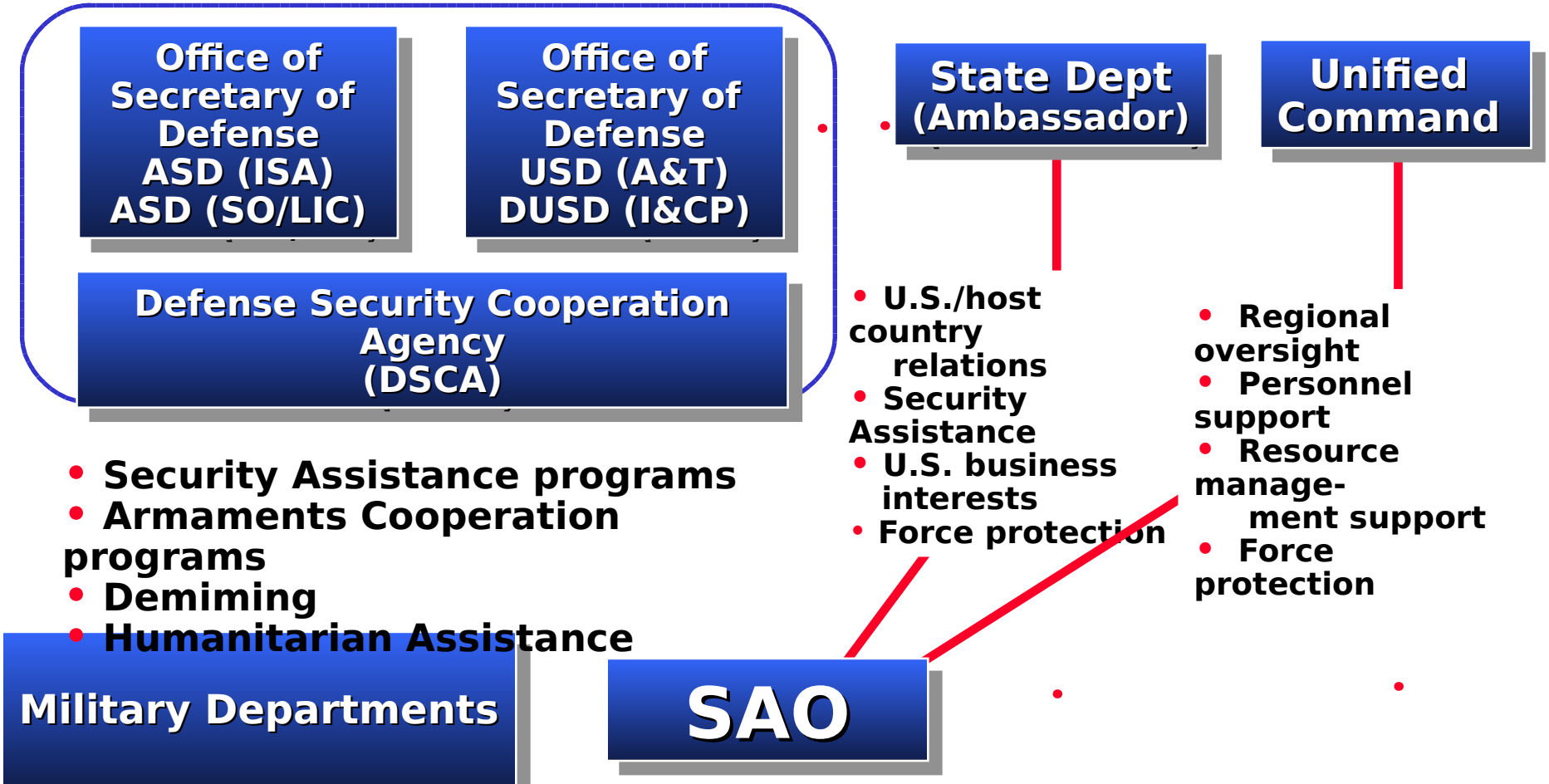
U.S. Embassy Support of Defense Trade

"The United States will take such steps as tasking our overseas mission personnel to support overseas marketing efforts of American companies bidding on defense contracts, actively involving senior government officials in promoting sales of particular importance to the United States..."

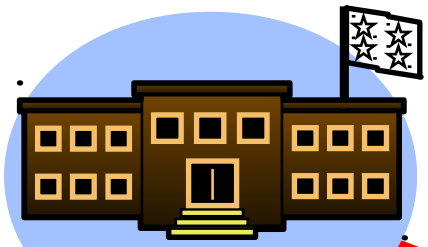


SECSTATE Christopher
180317Z Feb 95
SECSTATE Message
"Conventional Arms Transfer Policy"

SAO Relationships



SAO Relationships (cont'd)



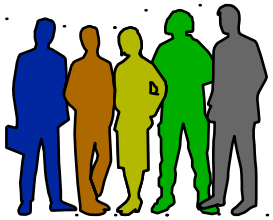
Unified Command

Manning Document
Resources
DoS/DoD MOUs
DoD 2000.12/2000.16

Security Assistance Office

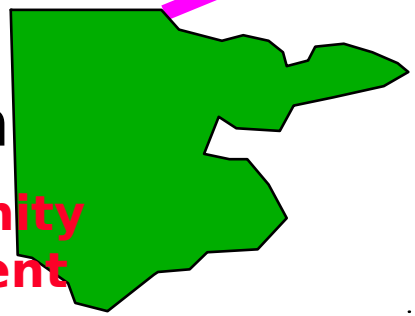
NSDD38
Diplomatic Security Act
DoS/DoD MOUs
ICASS

Ambassador



Country Team

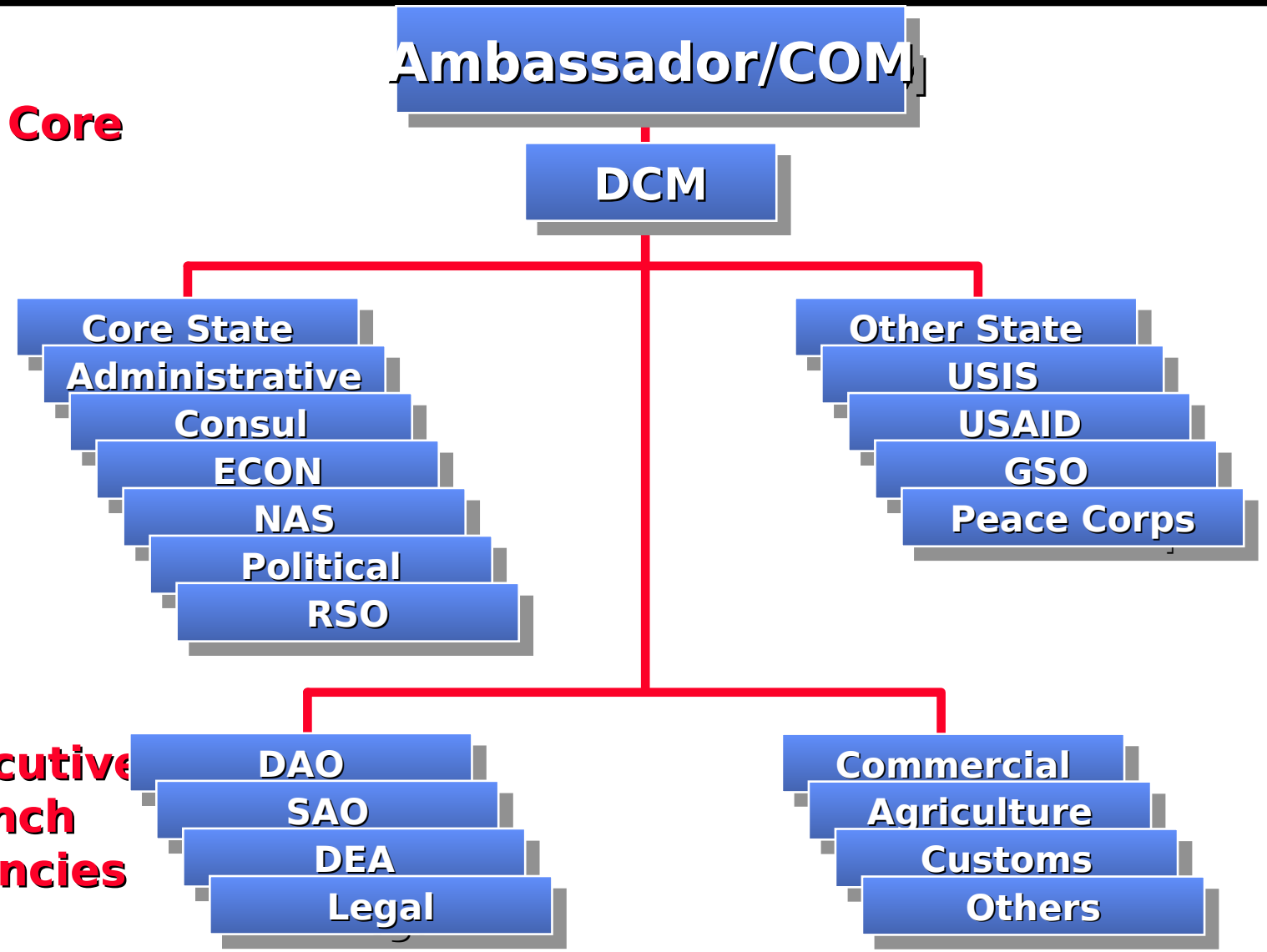
RSO
DATT
Pol-Mil Officer
Economic Officer



Host Nation

Diplomatic Immunity
Bilateral Agreement
SOFA

Representative Country Team

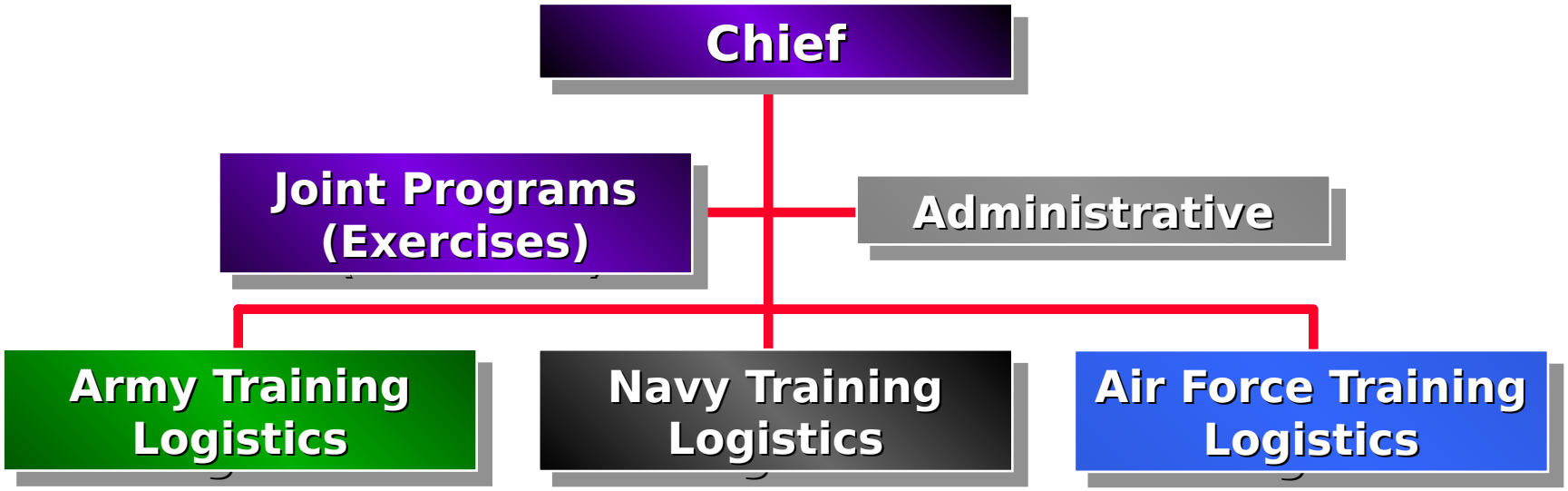


Diplomatic Grade Equivalents

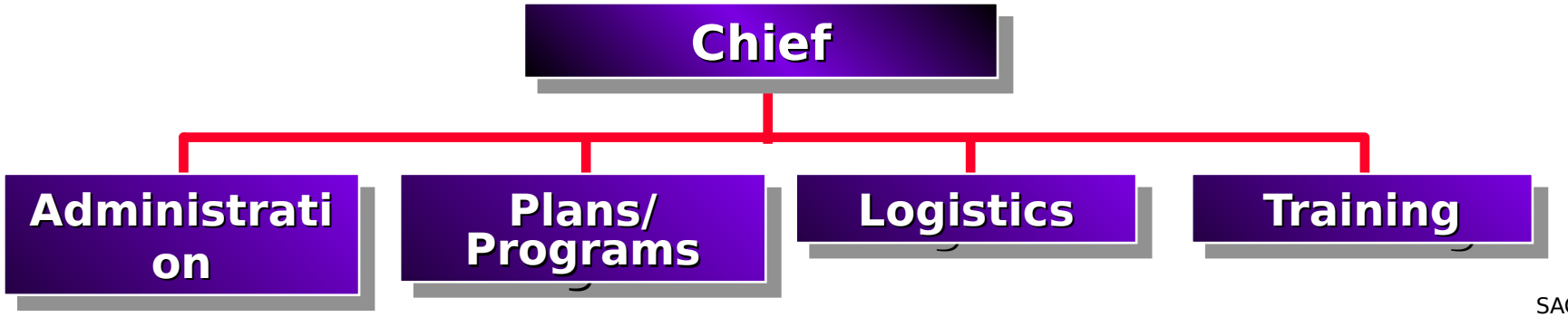
Foreign Service	Diplomatic Title	Mil/GS Rating
Career COM (CA)	Ambassador	O-10 / EL IV
Minister (CM)	Amb/Counselor	O-9 / EL V
Senior Exec (FE-MC)	Minister/Counselor	O-8 / SES
Senior Exec (FE-OC)	Counselor/1st Sec'y	O-7 / SES
FO-1	Counselor/1st Sec'y	O-6 / GS-15
FO-2	Second Sec'y	O-5 / GS-14/13
FO-3	Second Sec'y	O-4 / GS-12
FO-4	Second Sec'y	O-3 / GS-11/10
FO-5	Third Sec'y	O-2 / GS-9/8

Representative SAO Organizations

DEPARTMENT ALIGNMENT



FUNCTIONAL ALIGNMENT



Unified Commands
Cognizance for Security Assistance

Title	Administrative Agency	Geographic Area
U.S. European Command (USEUCOM)	Army	Countries in Western Europe, most of Africa and some in the Middle East, Sao Tome and Principe*, and Cape Verde*
U.S. Central Command (USCENTCOM)	Air Force	Comprises the majority of countries in the Middle East and a few African countries
U.S. Pacific Command (USPACOM)	Navy	Countries of the Far East, Pacific and Southeast Asia
U.S. Southern Command (USSOUTHCOM)	Army	Countries of Continental Central and South America and The Island Nations of the Caribbean
U. S. Atlantic Command (USACOM)	Navy	Iceland

Source: Table D-5 SAMM

*MOU between USACOM and USEUCOM

Unified Command S.A. Responsibilities (DODD 5132.3, 10 Mar 81)

- Administrative & logistical support
- Regional policy
- Coordinate regional S.A. programs
- Evaluate SAOs
- Recommendations/approval of SAO organizations/staffing/support
- Force Protection
- Liaison between SAO & CONUS DoD agencies

SAO Impacts on U.S. National Security Objectives

- **Provide basis for U.S. access**
- **Influence HC decision makers**
- **Strengthen HC self-defense**
- **Create greater interoperability**
- **Strengthen HC leadership and professional skills**
- **Further U.S. economic interests**

Non-S.A. Support

- Country clearances / visitor support
- Exercises / in-country training deployments
- Passports & visas
- Personal exchange programs (PEP)
- Title 10 construction/humanitarian civic action (HCA)
- AMC flights/cargo/APO services
- Air & trade show support
- War reserve stocks / Equipment afloat ships
- AAFES/commissary programs
- Ship visit assistance (with DAO)
- Expatriate Legal, TRI-CARE, dental, admin assistance

U. S. Defense Representative (USDR)

(DODI 5105.57, 26 Dec 95)

- Representative of SECDEF, CJCS & geographic CINC
- USDR is an additional duty title
- USDR performs duties in coordination with COM and geographic CINC

USDR

- **Recommendation by geographic CINC to CJCS**
- **Approved by USD(P)**

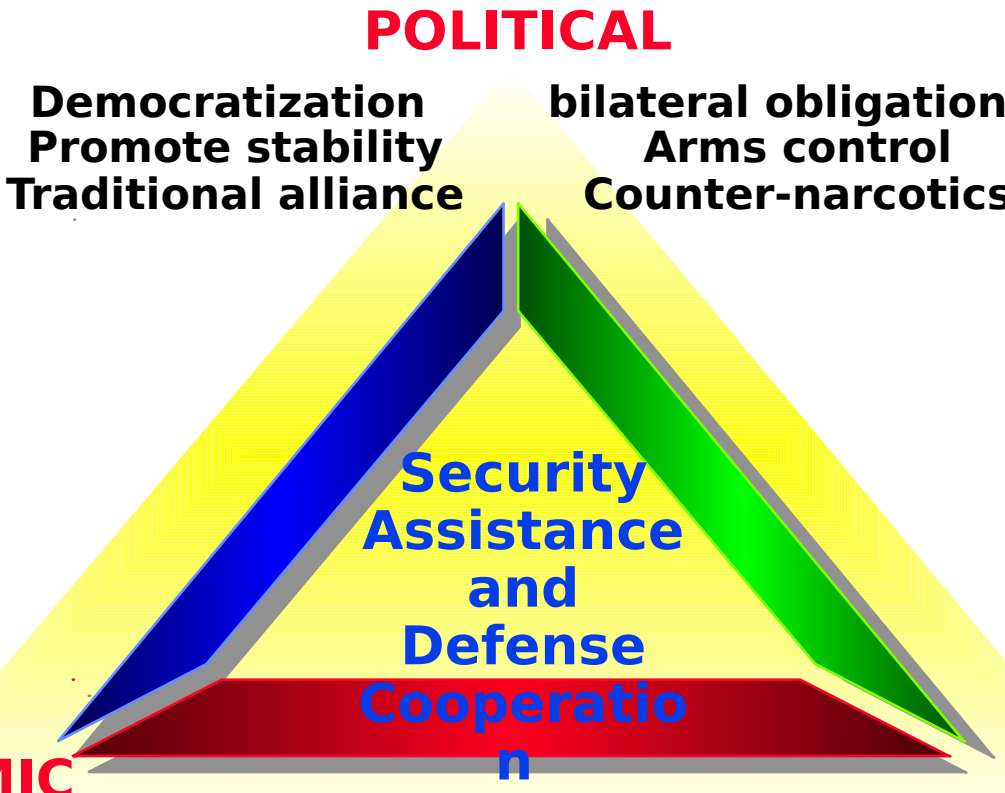
USDR Responsibilities

- **Primary point of contact to USG officials for in-country defense issues and activities**
  - **Administrative and Force Protection issues**
  - **Information flow**
  - **High level visits (Congressional Delegations, etc.)**

USDR Responsibilities (Con't)

- **Directive authority over DoD noncombatant element personnel in cases of emergency**
- **Performs diplomatic-type representational duties (no DATT assigned)**
- **USDR will not become involved in intelligence matters**

US/HC International Programs Environment



SAO-Industry Relations ROE

SAO

Support of U.S. defense companies:

Remain Impartial

SAO can endorse one product when directed by DoD

SAO - Industry Relations
SAMM (Sec 602)

- **Provide Information: (No Export License)**
  - **SAO organization chart/mission briefing**
  - **HC defense white paper & org charts**
  - **HC acquisition process**
  - **HC key decision makers**
  - **HC budget process/spending limits**
  - **HC current/proposed requirements**
  - **Foreign competitors**

SAO - Industry Relations (cont'd)

- **Additional SAO support: (valid export license)**
  - **Assist with appointments in U.S. embassy, HC Ministry of Defense/MILDEPs**
  - **General advice on sales tactics**
  - **Information on HC acquisition & decision-making process**
  - **Estimated requirements to fill HC needs**
  - **Attend industry meetings (if appropriate)**

SAO - Industry Relations (cont'd)

- **Contractor courtesies**
  - **Engage with country team early and provide:**
    - **Export license information**
    - **Brief of equipment/services**
    - **Non-proprietary information previously provided (and to whom)**
  - **Debrief SAO after meetings with HC**

Commercial Attaché

- **Department of Commerce representative on country team**
  - **Responsible for supporting U.S. trade**
  - **Market research & international trade expertise**
- **Some embassies/consulates have U.S. & foreign commercial service (US & FCS) trade specialists**
- **SAO and commercial officer should:**
  - **Communicate and work together**
  - **Mutually support U.S. defense trade**

Commercial Attaché Services

- Can provide for-fee services
  - How to do business in-country
  - Export promotion & services aids (set up appointments, trade shows {"Gold Key"}
    - Trade info center (1 800-USA TRADE)
  - Market analysis
  - Approved local agent list
  - American Chamber of Commerce (AMCHAM) contacts

Operations Overseas

"Let's see, itemized deductions for 1987...no electricity for three weeks in November and all the food spoiled. Then the monsoons in April and everything mildewed. Two suitcases and the cat were lost en route to Dacca. Hospital expenses for tsutsugamushi fever in May, and after that the car was struck in a head-on collision with two camels, a donkey and four dogs. Then the drought hit in September and all the strings in the piano went. I wonder if they'll allow me to deduct the silverware because the houseboy cleaned it with

Gen Woerner's "Tips" for SAOs

- Stand firm on your personal values & ethics
- Be professional--know your responsibilities & fulfill them
- Ensure that all association with host country seeks to:
  - Strengthen legitimate military professionalism
  - Enhance civilian control
- Seek opportunity to contribute to the civil-military dialogue
- Be an aggressive supporter of the Country Team and the totality of U.S. policy

Gen Woerner's Tips (Con't)

- **Be attentive to opportunity to help host country military and follow through**
- **Extend yourself beyond the office. Consciously work the social-friendship dimension**
- **Immerse yourself in the culture. Learn**
- **Maintain identity and purpose. Don't be captured**
- **Enjoy yourself!**

Changing SAO Manning/Structure

Ambassador
Country Team
SAO

Unified Command

J CS

J CS

DSCA

Department of State

J CS

Unified Command

SAO
Country Team
Ambassador